

Section VII

Solid Waste Fund

Program Description

The operations of the Solid Waste Fund include two distinct components – Recycling and Solid Waste Collection and Disposal, and Earth Products Operations and former landfill maintenance.

Recycling and Solid Waste Collection and Disposal

The curbside collection program is a completely fee-based program. It is not supported by any tax dollars. Curbside collection, disposal and recycling services are provided to residents, municipal buildings, and schools under contract by Waste Management of Central Massachusetts. FY2007 will be the third year of a five-year contract.

Concord's curbside collection program is open to all residents and small commercial facilities. Subscription to the program is for a base fee, plus a charge per bag or barrel of trash. The number of subscribers continues to increase and as of December 31, 2005 was 3,204 out of an estimated 5,500 households. The remaining households are either served by private haulers or are in a complex that provides dumpster service.

The Recycling and Solid Waste Program is also responsible for assisting residents, municipal buildings, schools, and businesses with the recycling and disposal of all other unwanted items and materials. Assistance is provided through a variety of different programs and services including co-sponsoring with REUSIT (Rescue the Environment and Us from being Smothered In Trash) a twice-a-year drop-off event for recyclable materials and oversized waste not collected at the curb. This event is fee-based and primarily staffed by volunteers. The Program also co-sponsors two business recycling programs with the Concord Chamber of Commerce and Concord Business Partnership.

Earth Products Operations/Former Landfill Maintenance

The Composting Site on Walden Street is open every Saturday from 9:00 a.m. to 3:00 p.m., April through November, for the drop-off of leaves, grass clippings, and brush from residents. It is also open the first two Fridays and Saturdays in January for the drop-off of Christmas trees. Yard waste is collected and processed by CPW crews at the Composting Site throughout the year. CPW crews chip brush and Christmas trees and manage the composting of yard waste collected at the site. Finished compost and wood chips are used for municipal purposes and are available to residents at no cost. The remaining wood chips are sold to a facility in Maine for fuel. Beginning in FY2007, surplus compost will be sold in bulk to help support Composting Site operations. The site also contains a paint re-use and recycling shed, which is open Saturdays April through October for the collection and proper disposal, recycling, or re-use of paint and related products. The site is also used for snow and ice storage in the winter and is available for emergency brush storage in case of severe ice storms, hurricanes, or other extreme weather events.

The capping and landscaping of the former landfill was completed in the summer of 2001. Ongoing maintenance includes inspections, leachate pumping and disposal, and mowing. Earth products operations and the maintenance of the former landfill site continue to be funded from the balance remaining in the original Town Meeting authorization.

Curbside Contract Costs

The Town entered into a new five-year curbside collection, disposal, and recyclable materials processing contract with Waste Management of Massachusetts. Charges on the contract, which began July 1, 2004, are shown below:

Contract Charges	FY2005	FY2006	FY2007	
Trash and recycling	\$122.00	\$126.00	\$131.00	per subscriber per year
Recycling only	\$ 61.00	\$ 63.00	\$ 65.50	per subscriber per year
Dumpster pickup	\$ 31.00	\$ 32.25	\$ 33.60	per pickup
Recycling toter	No Charge			
Public barrels	\$ 1.75	\$ 1.80	\$ 1.90	per barrel per pickup
Trash tonnage	\$ 72.00	\$ 73.50	\$ 76.50	per ton
Commingled containers	\$ 20.00	\$ 25.00	\$ 25.00	per ton
Paper processing fee	\$ 25.00	\$ 25.00	\$ 25.00	subtracted from the Yellow Sheet News #6-High New England market price for paper.

Paper Revenue

An innovative clause in Concord's contract for collection and disposal services generates revenue for the Program whenever the value of paper collected exceeds the predefined processing fee. The value of paper fluctuates significantly from year to year. Over the past seven years paper value has ranged from -\$7 to +\$58 per ton for an average of 1,500 tons of paper per year. Since 2001 over \$190,000 of this revenue has been returned to subscribers in the form of a "paper revenue rebate". Rebate amounts have ranged from \$1.60 to \$9.50 per subscriber per subscription period.

Curbside Program Statistics

Concord's Pay-As-You-Throw trash collection program, which encourages recycling, coupled with a weekly recycling collection program, has resulted in a recycling rate of approximately 44% of materials set out at the curb. Concord continues to be one of the Top Ten curbside Recycling communities in Massachusetts.

Fiscal Year	Subscribers at end of FY	Trash tons	Paper tons	Containers tons	All Recycle tons	Recycling Rate	Paper Revenue	Rebated to Subscribers
1998	2,518	2,351	997	266	1,264	35%	(\$9,970)	
1999	2,741	2,173	1,259	339	1,598	42%	\$ 1,855	
2000	2,845	2,253	1,453	356	1,809	45%	\$51,260	
2001	2,910	2,269	1,447	383	1,830	45%	\$27,336	\$22,425
2002	3,009	2,267	1,464	438	1,902	46%	\$13,512	\$10,704
2003	3,077	2,376	1,518	436	1,954	45%	\$44,363	\$30,476
2004	3,140	2,416	1,556	418	1,975	45%	\$49,319	\$37,128
2005	3,218	2,571	1,556	442	1,998	44%	\$51,812	\$51,488
2006								\$41,600 estimate

Household Hazardous Waste Disposal Benefit

Subscription to Concord's municipal collection program includes one free pass per year to dispose of household hazardous waste at the Minuteman Regional Household Hazardous Waste (MRHHW) facility in Lexington. One dollar of the annual subscription fee covers the cost of this service. In 2005 seventy-five subscribers and twelve non-subscribers brought materials to the MRHHW facility for proper disposal.

Curbside Program Subscription Rates

The Program provides Concord residents with an economical trash disposal option and a convenient and comprehensive recycling plan. The subscription rates continue to be below the privately provided collection contractors. Municipal collection program rates for the subscription period beginning May 2006 are shown below:

	FY2006 Rates <i>May 2005</i>	FY2007 Rates <i>May 2006</i>
Trash and recycling subscription	\$63 per six months	\$68 per six months
Recycling only subscription	\$36 per six months	no change
Weekly disposal tag	\$1.50 per tag	no change
Six-month barrel sticker	\$39 per sticker	no change

Collection and disposal costs for municipal buildings and schools are adjusted annually to reflect changes to contract costs.

In FY2006, the combined monthly cost for a household that sets out one container of trash and an unlimited amount of recyclable materials each week was \$17.00 per month. In FY2007, this cost will be \$17.83 per month. The average household sets out 1.2 containers of trash per week.

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND 63
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OPERATING REVENUES (\$)

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2007 <u>Estimate</u>
Subscription Fees (Collection)	381,756	393,040	404,100	440,600
Disposal Fees (Tags & Stickers)	268,405	276,139	283,101	281,512
Town Facilities & Public Barrels	30,744	29,965	30,248	33,268
*Schools (Disposal Only)	26,055 *	48,450	50,140	55,420
Compost Bins	1,887	1,933	1,500	1,500
Drop-off Day	25,791	28,375	27,870	27,870
Misc. (Recyc. Bins & Brush Fees)	4,327	7,575	2,500	6,700
**Sale of Recycled Paper	49,319	51,813	0	0
Operating Revenues Totals	<u>788,284</u>	<u>837,290</u>	<u>799,459</u>	<u>846,870</u>

OPERATING EXPENSES (\$)

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Rev. Budget</u>	FY2007 <u>Estimate</u>
Curbside Program:				
***Personal Services	43,892	46,358	49,111	49,161
Curbside Collection Contract	378,866	416,635	429,638	449,077
Contracted Disposal Services	164,518	185,137	182,695	200,796
Recycling Processing Fees	5,441	8,840	10,900	11,280
Customer Rebate	37,206	58,775	0	0
Purchased Services	14,418	16,398	18,900	18,600
Supplies & Materials	4,036	9,205	5,072	5,072
Other Charges & Expenses	474	604	300	300
Capital Outlay	0	0	0	0
***General Fund Services	73,883	69,192	71,123	75,045
Curbside Program Subtotals	<u>722,734</u>	<u>811,144</u>	<u>767,739</u>	<u>809,331</u>
Drop-off Program:				
Personal Services	1,999	3,027	2,469	2,552
Oversized Waste Collection	0	0	2,400	2,400
Oversized Waste Disposal	6,092	3,676	4,760	4,760
Recyclable Materials Processing	16,151	16,524	16,851	16,851
Purchased Services & Supplies	1,594	1,597	900	1,000
Drop-off Program Subtotals	<u>25,836</u>	<u>24,824</u>	<u>27,380</u>	<u>27,563</u>
Composting Site Program:				
Personal Services	7,766	9,403	10,818	10,998
Purchased Services	3,634	21,114	23,521	32,687
Supplies & Materials	228	41	500	500
General Fund Services	6,887	6,612	6,656	6,805
Composting Site Subtotals	<u>18,515</u>	<u>37,170</u>	<u>41,495</u>	<u>50,990</u>
Operating Expenses Totals	<u>767,085</u>	<u>873,138</u>	<u>836,614</u>	<u>887,884</u>

*Notes are on Page VII-8

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND 63
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AUTHORIZED POSITIONS (\$)

Code	Position Title	Grade	Fiscal Year 2006		Fiscal Year 2007	
			# Positions	\$ Amount	# Positions	\$ Amount
Curbside Collection Program:						
5112	Recycling & Disposal Program Administrator	MP-6	0.75 FTE	48,261	0.75 FTE	48,261
	Medicare Tax			850		900
	Subtotals			<u>49,111</u>		<u>49,161</u>
Drop-off Program:						
5130	CPW Overtime		70 hrs.	2,149	72 hrs.	2,232
5131	Police Overtime		8 hrs.	320	8 hrs.	320
	Subtotals			<u>2,469</u>		<u>2,552</u>
Yard Waste Program:						
5111	Equipment Operator	LA-3	200 hrs.	2,302	120 hrs.	2,340
5130	Overtime		296 hrs.	8,516	296 hrs.	8,658
	Subtotals			<u>10,818</u>		<u>10,998</u>
	Personal Services Totals			62,398		62,711

PAYMENTS TO THE GENERAL FUND (\$)

	FY2004 Actual	FY2005 Actual	FY2006 Rev. Budget	FY2007 Estimate
Curbside Collection/Drop-off Prog.:				
Management & Engineering Svcs.	35,660	36,656	37,409	37,041
Financial & Administrative Svcs.	38,223	32,536	33,714	35,723
Salary Reserve	0	0	0	2,280
Subtotals	<u>73,883</u>	<u>69,192</u>	<u>71,123</u>	<u>75,045</u>
Composting Site Program:				
Management & Engineering Svcs.	5,136	5,165	5,160	5,084
Financial & Administrative Svcs.	1,751	1,447	1,496	1,602
Salary Reserve	0	0	0	120
Subtotals	<u>6,887</u>	<u>6,612</u>	<u>6,656</u>	<u>6,805</u>
Combined Totals	80,770	75,804	77,779	81,850

SOLID WASTE DISPOSAL FUND	FUND 63
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NET INCOME (\$)

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Rev. Budget</u>	<u>FY2007 Estimate</u>
Statement of Net Income:				
Operating Revenues	788,284	837,290	799,459	846,870
Less Operating Expenses	<u>(767,085)</u>	<u>(873,138)</u>	<u>(836,614)</u>	<u>(887,884)</u>
Operating Income	21,199	(35,848)	(37,155)	(41,014)

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND 63

STATEMENT OF FUND BALANCE (\$)

	FY2004 Actual	FY2005 Actual	FY2006 Rev. Budget	FY2007 Estimate
Revenues	788,284	837,290	799,459	846,870
Less Expenses	(767,085)	(873,138)	(836,614)	(887,884)
Net	21,199	(35,848)	(37,155)	(41,014)
Less Landfill Closure Expenses	(20,140)	0	(13,090)	0
Beginning Fund Balance	361,643	362,702	326,854	276,609
Ending Fund Balance	362,702	326,854	276,609	235,595

FUND BALANCE DETAIL BY PROGRAM (\$)

	FY2004	FY2005	FY2006	FY2007
Curbside Collection Program				
(includes Drop-off):				
Revenues	784,469	830,420	797,709	840,920
Less Expenses	(748,570)	(835,968)	(795,119)	(836,894)
Net	35,899	(5,548)	2,590	4,026
Beginning Fund Balance	175,873	211,772	206,224	208,814
Ending Fund Balance	211,772	206,224	208,814	212,840
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Landfill/Composting Site Optns.:				
Revenues	3,815	6,870	1,750	5,950
Less Expenses	(18,515)	(37,170)	(41,495)	(50,990)
Net	(14,700)	(30,300)	(39,745)	(45,040)
Beginning Fund Balance	152,540	137,840	107,540	67,795
Ending Fund Balance	137,840	107,540	67,795	22,755
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Landfill Capping/Closure:				
Revenues	0	0	0	0
Less Capital Expense	(20,140)	0	(13,090)	0
Net	(20,140)	0	(13,090)	0
Beginning Fund Balance	33,230	13,090	13,090	0
Ending Fund Balance	13,090	13,090	0	0

SOLID WASTE DISPOSAL FUND

FUND 63

MUNICIPAL INCENTIVE GRANT PROGRAM (\$)

	FY2004 Actual	FY2005 Actual	FY2006 Estimate	FY2007 Estimate
Municipal Recycling Incentive				
Program (MRIP Grant):				
Revenues	0	0	0	0
Expenses	(5,914)	(6,075)	(8,300)	(8,300)
Capital Outlay	(22,599)	0	0	0
Net Incr/(Decr) in Cash	(28,513)	(6,075)	(8,300)	(8,300)
Cash, Beginning of Year	79,252	50,739	44,664	36,364
Cash, End of Year	50,739	44,664	36,364	28,064

Segregated in Fund 28 (State Grant Fund)

NOTES

* Page VII-4 -- Disposal cost only. FY2005, FY2006, and FY2007 include estimates for both School collection and disposal. In previous years, School collection costs were billed directly to the Schools by the Contractor.

** Page VII-4 -- Since customer rebates are based on paper revenue, which is dependent on the volatile recycled paper market, no estimate is projected for either FY 2006 or FY2007.

*** Page VII-4 -- Personal Services and interfund transfers (General Fund Services) are revised to reflect salary reserve adjustments.

Town of Concord, Massachusetts
DETAIL OF GENERAL FUND SERVICES
PROVIDED TO SOLID WASTE FUND (&)

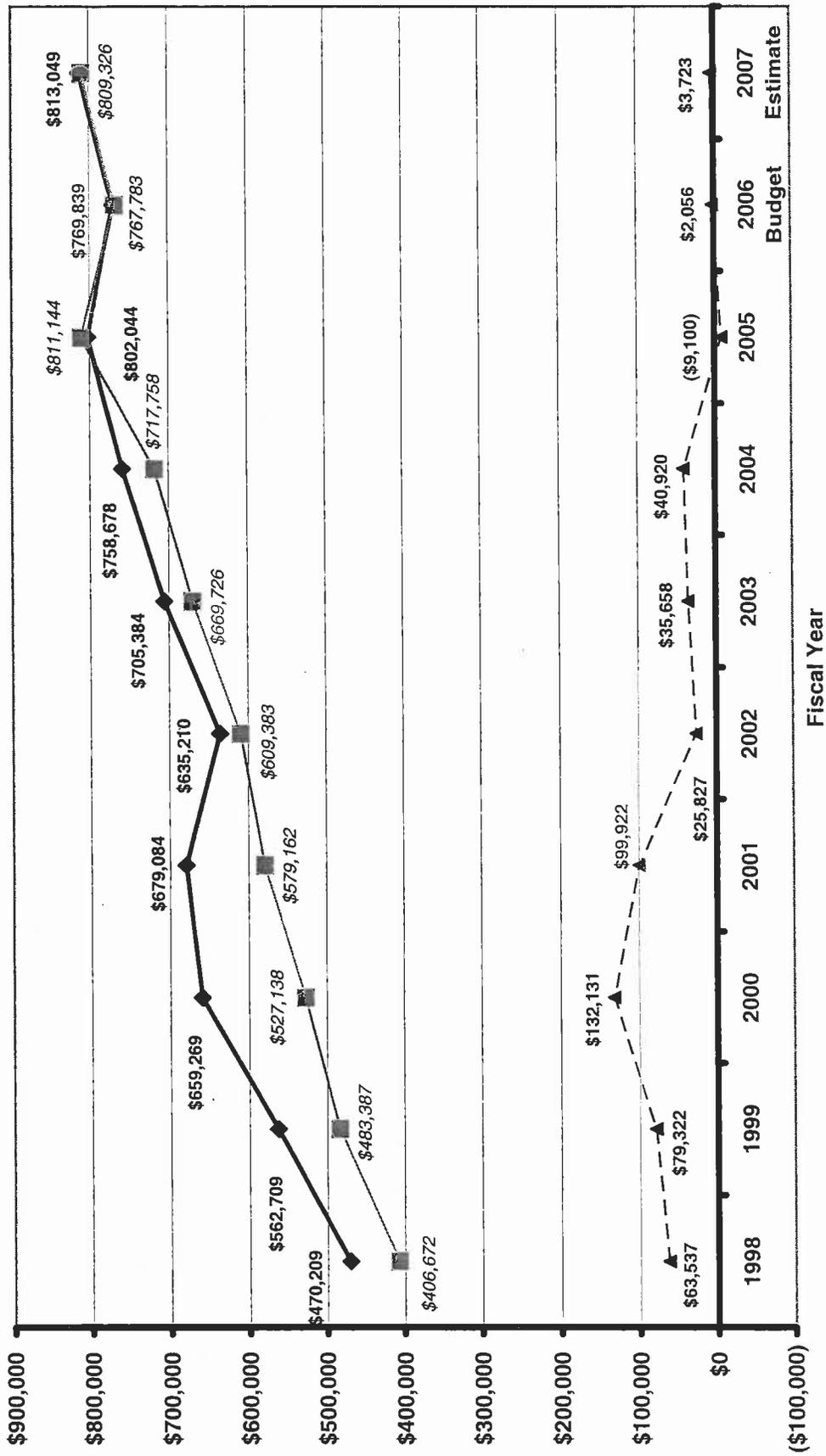
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>Allocation</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Rev. Budget</u>	<u>Estimate</u>	<u>Curbside</u>	<u>Comp.</u>
Management & Engineering Svcs.:						
Highway/Keyes Road	4,582	5,015	5,876	6,954	100%	0%
Engineering	3,500	3,500	3,500	3,500	0%	100%
CPW Administration	32,714	33,306	33,193	31,671	95%	5%
Subtotals	<u>40,796</u>	<u>41,821</u>	<u>42,569</u>	<u>42,125</u>		
Financial & Administrative Services:						
Town Manager	3,403	3,480	3,655	3,619	100%	0%
Town Accountant:						
General	3,571	2,124	2,349	2,520	95%	5%
Audit	1,290	1,290	1,350	1,410	95%	5%
Treasurer-Collector	24,927	20,142	20,573	22,422	95%	5%
Finance Administration	5,237	5,382	5,650	5,686	95%	5%
Personnel	646	643	685	708	100%	0%
Town House	900	922	948	960	100%	0%
Subtotals	<u>39,974</u>	<u>33,983</u>	<u>35,210</u>	<u>37,325</u>		
Salary Reserve	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,400</u>	95%	5%
Totals	<u>80,770</u>	<u>75,804</u>	<u>77,779</u>	<u>81,850</u>		
Curbside Collection Program	73,883	69,192	71,123	75,045		
Composting Site Program	6,887	6,612	6,656	6,805		

Solid Waste Fund
Curbside Collection Program
Operating Revenues, Expenses, & Income (\$)
FY1998 - FY2007

<u>Fiscal Year</u>	<u>Tonnage</u>		<u>Total Collected</u>	<u>Operating Revenues</u>	<u>Less Operating Expenses</u>	<u>= Operating Income</u>
	<u>Total Trash</u>	<u>Total Recycled</u>				
1998	2,351	1,264	3,615	\$470,209	\$406,672	\$63,537
1999	2,173	1,598	3,772	\$562,709	\$483,387	\$79,322
2000	2,253	1,809	4,062	\$659,269	\$527,138	\$132,131
2001	2,269	1,830	4,100	\$679,084	\$579,162	\$99,922
2002	2,267	1,902	4,169	\$635,210	\$609,383	\$25,827
2003	2,376	1,954	4,330	\$705,384	\$669,726	\$35,658
2004	2,416	1,975	4,391	\$758,678	\$717,758	\$40,920
2005	2,571	1,998	4,569	\$802,044	\$811,144	(\$9,100)
2006 Budget	2,465	2,058	4,523	\$769,839	\$767,783	\$2,056
2007 Estimate	2,625	2,041	4,666	\$813,049	\$809,326	\$3,723

**Solid Waste Fund - Curbside Collection Program
Operating Revenues, Expenses, & Income (\$)**

FY1998 - 2007



**Solid Waste Fund
Solid Waste Collected (Tons)
FY1998 - FY2007**

